

## WUDSN Event report for October 17<sup>th</sup>, 2008

Employment Challenges in an era of Asian Regional Integration: Case Studies in  
Inter-cultural Management, Organization, and Work Values

雇用問題からの挑戦状: グローバル化する世界の中でアジア地域統合を考える

**Organised by:** Waseda University Doctoral Student Network (WUDSN)

**Support by:** GIARI & GSAPS

Organizer Supported by	Waseda University Doctoral Student Network Global Institute for Asian Regional Integration (GIARI), GSAPS
Title	Employment Challenges in an era of Asian Regional Integration: Case Studies in Inter-cultural Management, Organization, and Work Values 雇用問題からの挑戦状: グローバル化する世界の中で アジア地域統合を考える
Presenters and Discussants	Professor Satoshi Amako (Waseda University) Zhaka Pranvera (PhD Candidate, Graduate School of Commerce, Waseda University) Dr. Andrew MacNaughton (The University of Hong Kong) Professor Shigeto Sonoda (Waseda University) Dr. Fabian Jinte Forese (Assistant Professor, Korea University) Shinji Kojima (PhD Candidate, University of Hawaii at Manoa) Commentator: Prof. Glenda S. Roberts (Waseda University) Stephen R. Nagy (Chair of Waseda Doctorial Student Network)
Date	October 17th, 2008, 15:00 to 18:00
Location	Graduate School of Asia-Pacific Studies, 7F, Rm713
Participants	39 participants from universities in Tokyo and Abroad, see attendance list for full list of participants

### **Symposium Schedule:**

**Welcome Address:** Prof. Satoshi Amako

(Chair of Global COE Program “Global Institute for Asian Regional Integration”)

**Opening Remarks:** Mr. Yasuyuki Kishi

**Affiliation:** Research Associate, Institute of Asia Pacific Studies, Waseda University

### **Session 1: Inter-cultural Management and Organization**

**(15:00-16:20 \*Presentation 20 minutes×2, Open to audience 40 minutes)**

**Presentation 1:** “The transfer and adaptation of Japanese management practices in a different cultural context: Case study of Technocentre (TNC), Shenzhen region of China”

**Speaker 1:** Zhaka Pranvera

**Affiliation:** PhD Candidate, Graduate School of Commerce, Waseda University

**Presentation 2:** “Integrating Regionalism and Internationalism through Private English Language Education in Japan: Essentializing Boundaries among Eikaiwa Workers”

**Speaker 2:** Dr. Andrew MacNaughton

**Affiliation:** The University of Hong Kong

**Commentator:** Prof. Shigeto Sonoda

**Affiliation:** Graduate School of Asia Pacific Studies, Waseda University

### **Session 2: Organization and Work Values**

**(16:30-17:50 \*Presentation 20 minutes×2, Open to audience 40 minutes)**

**Presentation 3:** “Work values of the new generation of managers in Japan, Korea, and China”

**Speaker 3:** Dr. Fabian Jinte Forese

**Affiliation:** Assistant Professor, Korea University

**Presentation 4:** “Regional Integration from Below: The Status Quo of Labor Issues and Union Cooperation between Japan and Korea”

**Speaker 4:** Shinji Kojima

**Affiliation:** PhD Candidate, University of Hawaii at Manoa

**Commentator:** Prof. Glenda S. Roberts

**Affiliation:** Graduate School of Asia Pacific Studies, Waseda University

**Closing Remarks:** Stephen R. Nagy

**Affiliation:** Chair of Waseda Doctorial Student Network, Waseda University

**Symposium Details:**

October 17<sup>th</sup>, 2008

**Session 1: first speaker**

**The transfer and adaptation of Japanese management practices in a different cultural context:**

**Case study of Technocentre (TNC), Shenzhen region of China**

Zhaka Pranvera (Waseda University)

**Abstract**

This paper evidences the problems of transfer and adaptation of Japanese management practices in a different cultural context. In particular, the purpose of this research is to examine the way in which national culture influences the Human Resource Management (HRM) practices of Japanese subsidiaries in China. Based on the results of a field-work in Southern China, this study evidences that within the Chinese context, a large number of the problems concerning the transfer and adaptation of Japanese management practices can be attributed to national cultural differences. The findings also support the hypothesis that some adaptation of Japanese management practices was exported to fit the Chinese cultural context. An adaptation from Chinese side toward Japanese management practices was also observed. Lastly, practical solutions in order to facilitate and make more effective the process of adaptation under way in Japanese subsidiaries in Shenzhen region are also discussed.

**Zhaka Pranvera** is a 1st year Ph.D. student at the Graduate School of Economics, Waseda University. She holds a bachelor's degree in Finance from Tirana University and a Master's degree in Japanese Economy and Management from Nagoya City University. Before coming to Japan she experienced working in bank and also she held a middle management position at the Economic Department of Tirana City Hall. Her current research interests include the human resource development and management of Japanese multinational corporations (MNC's) in Asia.

## **Session 1: second speaker**

### **Integrating Regionalism and Internationalism through Private English Language Education in Japan: Essentializing Boundaries among Eikaiwa Workers.**

Andrew MacNaughton (The University of Hong Kong)

#### **Abstract**

English conversation schools in Japan (eikaiwa) represent a very significant though analytically overlooked setting of regional and global integration in management and employment. In any recent year, tens of thousands of young native English speakers will find themselves working in these private companies, most under Japanese management and with Japanese coworkers, teaching English to Japanese adults and/or children through a common explicit emphasis on conversation and an implicit goal of intercultural communication (ibunka communication). I argue that this largely transient international workforce, and the industry itself, exist in a liminal space of contested or ambiguous boundaries between education and entertainment, company and employees, and Japanese and foreign employee perceptions of the work experience. Managing approaches in this setting frequently make use of essentialized indicators of Japanese-ness and foreign-ness but in practice there is more fluidity between boundaries just as the multidimensionality of the industry suggests. The paper shows that workers are able to bridge many of the perceived boundaries of ethnicity by virtue of personal and professional qualities but just as often are found out by their own essentialized separation of the personal from the professional.

**Andrew MacNaughton** is a very recent graduate of a uniquely designed PhD program in anthropology at The University of Hong Kong's Department of Japanese Studies. This program built upon his background in the anthropology of law and resource management to produce an original ethnography of a Japanese company in Japan with foreign workers and a strong internationalizing ideology. Originally from Canada, he has been living and studying in East Asia since 1997 and currently lectures in corporate anthropology and Japanese society at the School of Modern Languages and Cultures, University of Hong Kong.

## **Session 2: first speaker**

### **Regional Integration from Below: The Status Quo of Labor Issues and Union Cooperation between Japan and Korea**

Shinji Kojima(University of Hawaii at Manoa)

#### **Abstract**

This presentation discusses the issues faced by contingent workers within the Asian region by mainly focusing on Japan but also introducing information on Korea as a comparison. Both countries have significant proportion of workers under irregular employment arrangement, which is characterized by low wage, job insecurity, and lack of benefits. After looking into respective issues shared by the contingent workers in both countries, I identify the current relationship of collaboration and cooperation between labor unions of both countries dealing with issues of flexible labor. While functions of state institutions and capital to enhance regional integration in terms of trade, security, and culture has been a target of much discussion, this presentation attempts to consider the roles labor may play to enhance the well-being of the people within the Asian region through collaboration and cooperation.

**Shinji Kojima** is a Ph.D. Candidate, Department of Sociology, University of Hawaii at Manoa. Currently he is conducting dissertation fieldwork in Japan as an exchange researcher at GSAPS, Waseda University. His topic of dissertation is neoliberalism and changes in the way of work in contemporary Japan.

## Session 2: second speaker

### Work values of the new generation of managers in Japan, Korea, and China

Dr. Fabian Jinte Froese (Korea University)

#### Abstract

The convergence of institutions and human values are prerequisites for a successful regional integration in Asia. Even if governments impose institutional changes towards regional integration, such changes will only be accepted by the population if they are in line with underlying values. This study investigates the work values of the new generation of Japanese, Korean, and Chinese managers. Have these people developed similar values and are they ready to live and work in an integrated Asian region? Survey data of more than 600 respondents in Tokyo, Seoul, and Shanghai provide support for the convergence theory in that values have become more similar across countries. At the same, the findings reveal that convergence of values has not been achieved yet. Theoretical and practical implications are provided.

Keywords: work values, convergence theory, China, Japan, South Korea

**Fabian J. Froese** is an assistant professor of international business at Korea University in Seoul and a senior research fellow at the University of St. Gallen in Switzerland. His research focuses on international human resource management and cross-cultural psychology with a regional focus on Japan, China, and Korea. His work has been published in *Journal of World Business*, *International Journal of Intercultural Relations*, *Asian Business and Management* amongst others.

Summary by Stephen Robert Nagy

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Stephen Robert Nagy

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